



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY GARRISON RHEINLAND-PFALZ  
UNIT 23152  
APO AE 09067-3152

AMIM-RPG-ZB

2 March 2023

MEMORANDUM FOR All Appropriated Fund (APF) General Schedule (GS) Personnel Assigned or Attached to US Army Garrison Rheinland-Pfalz (USAG RP) and their Supervisors

SUBJECT: DOD Performance Management and Appraisal Program (DPMAP) Performance Elements, 1 April 2023 through 31 March 2024 Rating Period (Cmd Memo 2023-001)

1. REFERENCES.

a. DoDI 1400.25-V431, DoD Civilian Personnel Management System: Performance Management and Appraisal Program

b. Office of Personnel Management (OPM), MyPerformance - DOD Performance Management and Appraisal Program

2. PURPOSE. This memorandum establishes policy and procedures for implementing elements of the DPMAP within USAG RP. Specific guidance is provided on use of **mandatory** performance elements. The purpose is to ensure consistency and parity in the execution of DPMAP by garrison supervisors.

3. APPLICABILITY. Applies to all personnel whose performance is managed or evaluated using the DPMAP system.

4. POLICY. USAG RP is committed to ensuring the positive performance of Army professionals within the organization is reinforced with an active performance management system. This memorandum specifically outlines the policy for the development and use of performance elements and standards.

a. Number of Performance Elements (Non-Supervisory). On average, the recommended number of performance elements for an employee is 4 to 6. Within USAG RP, each non-supervisory employee will have a minimum of 4 and a recommended maximum of 8 performance elements. At least one element will speak to the daily duties of that employee.

b. Number of Performance Elements (Supervisory / Management). Within USAG, RP each employee with supervisory, management, or similar duties will have a

minimum of 5 and a maximum of 6 performance elements. At least one element will speak to the daily duties of that employee.

c. Supervisory Positions. For the purpose of this policy, different responsibilities and duties have been categorized and grouped to simplify understanding of this policy. These are as follows:

**Non-Supervisor** – This includes each employee with no supervisory responsibility, in grades GS 03-14.

**Supervisor** – Personnel who are assigned direct supervisory duties over any other employee.

d. Mandatory Performance Elements and Standards. In paragraph 5, mandatory performance elements and standards are identified along with applicable duty positions for their use. See Attachment 1 for specific performance elements and standards.

e. Supervisor Directed Performance Elements and Standards. While mandatory performance elements and standards will be used as directed, supervisors retain the ability to establish additional performance elements and standards. The mandatory performance elements do not take away supervisory flexibility.

f. Standards for similar positions (Grade and Series) will have established specific, measurable, achievable, relevant, and time-bound (SMART) elements and standards common to all employees performing those duties.

## 5. PROCEDURES.

a. Mandatory Performance Elements and Standards. The following standardized performance elements and standards will be used within USAG RP for the positions indicated (See Table 5.1):

**Mission Statement (M)** – Used for all employees.

**Non-Supervisory (N1-3)** – Used for all Non-Supervisory employees, grades GS 03-14.

**Supervision (S1-4)** – Used for all supervisors. May be used for Team Leads.

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Table 5.1 - Matrix of Performance Element (PE) by Element Title

TITLE	CODE	APPLICABLE
MISSION/ VISION STATEMENT	M	ALL
TEAMWORK/ PROFESSIONALISM/ CUSTOMER SERVICE	N1	ALL NON-SUPERVISORS
SUSPENSE MGMT/MANAGEMENT CONTROLS	N2	ALL NON-SUPERVISORS
PROFESSIONAL DEVELOPMENT/ TRAINING	N3	ALL NON-SUPERVISORS
PERSONNEL MGMT & LDRSHIP	S1	ALL SUPERVISORS
EEO	S2	ALL SUPERVISORS
HIRING REFORM	S3	ALL SUPERVISORS
GARRISON EXCELLENCE (SUPERVISORY)	S4	ALL SUPERVISORS

b. Focus Areas:

Setting priorities for the team is essential for organizational success. As Leaders, it is imperative that we establish Individual Priorities for each team member to focus on during the rating period. Every employee must have elements and standards which follow SMART guidance and focus on the daily mission.

6. IMPLEMENTATION. Prior to 30 April 2023, supervisors will modify appropriate performance plans of their employees and use the mandatory performance elements identified in this memorandum. See attached Timeline (encl 2).

7. PROPONENT. The undersigned is the proponent for this memorandum. This policy will remain in effect until officially rescinded. Previous version (Command Memo 2022-001) is rescinded.

Encls (3)

1. Attachment 1 Mission / Elements

2. Attachment 2 Timeline

3. Attachment 3 Standards – Examples

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## **ATTACHMENT 1 - MISSION/ELEMENTS**

### **MISSION STATEMENT (M)**

For 2024 and future DPMAP performance plans, we will have a two-element mission statement block consisting of (1) Description of USAG Rheinland-Pfalz, mission and vision statement; (2) Description of Army/DOD Values. Here is the template to use:

**M.** USAG RP is a Brigade-level command with 1,600 employees supporting military/civilian population more than 42,000 in Germany, Romania and Bulgaria.

Mission: U.S. Army Garrison Rheinland-Pfalz serves, supports, and secures the total force community enabling power projection for the European Theater.

Vision: A trusted team of Army Professionals dedicated to supporting our mission partners and communities. We deliver world-class garrison services and enable readiness to meet emerging requirements.

Army/DoD Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage, leadership, humility, professionalism, technical knowledge and ethical conduct.

### **MANDATORY PERFORMANCE ELEMENTS**

#### **Mandatory Non-Supervisory Employees:**

##### **N1. Teamwork/Professionalism/Customer Service**

Communicate openly and demonstrate trust and respect with internal/external customers while routinely modeling professional behavior by treating others with courtesy, dignity, respect, and sensitivity with no more than one substantiated instance of non-compliance. Remain informed on EEO/EO principles, and ensure federal laws and regulations governing workplace behavior are adhered to. Support and communicate the Army EEO, Diversity, SHARP, and Anti-Harassment Policies. Consistently assist team members as needed to effectively complete duties. Routinely addresses group issues respectfully and refer unresolved conflicts to supervisor for resolution normally within 3 workdays of the conflict. Reliably provide prompt, accurate, professional, courteous, and technical service and advice to internal & external customers without prompting or little to no supervision. Achievement orientated, ability to make choices and decisions demonstrated through consistent metrics. Maintain complete confidentiality regarding PII & personal information.

## **N2. Suspense Management/Management Controls**

Reliably maintain accountability, monitor suspenses, and follow-up actions within established timeline. Timely completion of work assignment or special projects. Track all finalized actions through appropriate systems and request assistance when needed. Dependably respond to and prepare for meetings, briefings and conferences with minimal supervision. Consistently achieves goals and objectives within established area of responsibility. Displays, possesses, and applies initiative. Respond to inquiries within 2 workdays unless the suspense date is set prior. Work assignments are completed thoroughly and correctly. Works with rater to ensure DPMAP plan is established and in progress review is completed within command standards.

## **N3. Professional Development/Training**

Ensure during the rating period an Individual Development Plan (IDP) is created in Army Career Tracker and updated yearly. Complete 90% of required annual mandatory training IAW AR 350-1, any approved professional developmental training objectives and Command directed training when training is available during rating period; if unable to complete inform supervisor. Obtain and maintain current DoD and DA directed position-specific professional certification and training requirements or informs supervisor of potential issues or roadblocks and offers suggestions to address or prevent them. Demonstrates support to diversity by knowing and following standards. Complete required EEO/SHARP training prior to end of the fiscal year.

## **Mandatory Supervisory Performance Elements**

### **S1. Personnel Management and Leadership Focus Area (DA DIRECTED)**

Execute the full range of human resources, performance management and fiscal responsibilities within established timeframes and in accordance with applicable regulations. Establish performance plans with subordinate input, ensuring alignment with organizations' mission and goals within 30 days of entering the appraisal cycle or upon the employee's assignment or assignment to new set of duties. Complete the appraisal process within 30 days of end of rating period. Engage in a minimum of three feedback discussions to support an understanding of progress towards expected goals. Use various types of awards and recognition throughout the appraisal cycle to reward excellent performance and foster a high performing culture based on performance standards not budget. Provide information to subordinates regarding the organizations communication strategy for promoting employee engagement and mentoring. Develop subordinates through mentoring, counseling, training, and work assignments. Foster employee engagement by communicating openly and demonstrating and encouraging trust and respect both within the work unit and between work units. Engage employees in developing or revising their Individual Development Plan (IDP) within 90 days of the approval of the performance plan, discuss professional developmental goals, and facilitate accomplishment of goals, as appropriate. Maintain a safe work environment with regular physical safety checks and by addressing unsafe behaviors at the workplace.

**S2. Equal Employment Opportunity (EEO) and Diversity Focus Area (DA DIRECTED)**

Remain informed on EEO/EO principles, and ensure federal laws and regulations governing workplace behavior are adhered to. Support and communicate the Army EEO, Diversity, SHARP, and Anti-Harassment Policies. Notify employees of avenues of redress and encourage them to report instances of discrimination. Upon notification of an alleged discriminatory incident contact an EEO official immediately, but generally not later than within 2 business days. Take appropriate corrective action if sexual harassment or discriminatory/unlawful treatment is observed or reported. Ensure all subordinates complete required EEO/SHARP training prior to end of fiscal year. Provide EEO policy and mandatory training requirements to all new employees within 60 days of their entrance on duty (EOD). Ensure all new subordinate supervisors have all EEO-related supervisory requirements, elements, and standards included in their approved performance plans within 30 days of assignment to a supervisory position. Supports the Whistleblower Protection Program by responding constructively to employees who make protected disclosure under 5 U.S.C. 2302(b)(8), taking responsible and appropriate actions to resolve any such disclosure, and creating an environment in which employees feel comfortable making such disclosures.

**S3. Hiring Reform Focus Area (DA DIRECTED)**

Adhere to merit principles; effectively recruit a high caliber workforce in accordance with measurements identified in organizational hiring goals. Ensure employee's successful transition/retention into Federal Service by providing opportunities for orientation and the required tools within the first 30 days of employment to help them perform successfully during their probationary/trial period. Execute the Garrison Onboarding program as directed and in accordance with IMCOM Service Culture Initiative OPORD. Accomplish 90% of tasks per phase within directed timelines. 90% of employees complete onboarding to standard within the specified time. IAW approved funding limits, Maintain adequate staff levels; act responsibly and timely on all hiring actions completing 90% of all hiring actions within 10 working days of receipt of referral list unless granted an exception from Garrison leadership. Identify position requirements annually to ensure recruiting is appropriately focused and timely to produce high quality candidate pools. Engage Leadership for approval to fill vacant positions within 10 days after a position becomes vacant. Hiring decisions are typically finalized within 3 work days of completing all requirements such as interviews, panel reviews, reference checks, etc. The hiring actions should be done with no more than three instances wheretimelines are not met and/or not completed IAW the organizational staffing/hiring goals within the supervisor's control.

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**S4. Garrison Excellence (Supervisory) (Command Directed)**

Prepares and presents required 'concept,' 'program status,' 'decisional,' 'informational,' or other command-directed briefings using current guidance with no more than two documented reports of supervisory concern. Obtains annual training and program certifications for self and subordinates with a 90% or higher on-time and compliance rate and maintains team proficiency throughout the fiscal year. Aligned with leadership intent, researches, plans, and executes processes for internal and external program compliance inspection success (OIP, Certifications, and MICP). Schedules preparatory meetings, in-progress reviews, and rehearsals as well as builds 'read ahead' for events involving Command Team members 'up and out' and customer facing engagements, with ample time for review, revision, and implementation. Delegates taskers and routine inquiries as needed and completes taskers with a 95% on-time/compliance rate. Holds subordinates accountable to AMC/IMCOM standards and values, ensuring on-time, professional work, and incorporates SMART techniques (specific, measurable, achievable, relevant, and time-bound) throughout all work processes. Enhances effectiveness and efficiency to improve working conditions, performance, and results fostering cooperation between employees and managers.

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## ATTACHMENT 2 – TIMELINE

2023/24 DPMAP Appraisal Cycle	
1 Apr – 31 Mar	Appraisal cycle (minimum period of performance is 90 days to be eligible)
31-Mar-2023	2023 DPMAP Rating Cycle Ends
1-6 Apr 2023	Employee Provides 2023 Appraisal Accomplishments to Rater
7-15 Apr 2023	Rater Provides 2023 Appraisal Narrative/Recommended Rating to HLR
16-22 Apr 2023	HLR Approves Employee Rating and Returns Appraisal to RO
23-27 Apr 2023	RO Communicates 2023 Rating to Employee/Documents in MyBiz
28-1 May 2023	Employee Acknowledges 2023 Appraisal/Completed
1 Apr 2023	2024 DPMAP Rating Cycle Starts
1-6 Apr 2023	Employee Provides 2024 Draft Elements to Rater
7-15 Apr 2023	Rater Provides 2024 Elements to HLR
16-22 Apr 2023	HLR Approves Employee Standards and Returns Appraisal to RO
23-27 Apr 2023	RO Communicates 2024 Standards to Employee/Documents in MyBiz
28-1 May 2023	Employee Acknowledges 2024 Standards/Completed
NLT 1 May	2023 Performance Appraisals Completed
NLT 1 May	2024 Performance Plans (Standards) Completed
NLT 6 May	Supervisors provide Awards Spreadsheet and Appraisals to HR for eligible employees
NLT 9 May	HR provides Awards Spreadsheet and Appraisals to PRB Chair
9-31 May	PRB convenes / adjourns
NLT 1 Jun	PRB provides recommendations to Approval Authority
1-Jun-2023	Effective Date: 2023 Rating of Record
2-Jun-2023	Performance Awards can be processed inAutoNoa
NLT 3 Jun	Approval Authority provides final approved performance awards to appropriate HR Rep.
NLT 3 Jun	HR Rep. processes approved awards in AutoNOA (within 5 business days of receipt)
NLT 31 Oct	2024 Progress Reviews Completed

### **ATTACHMENT 3 - STANDARDS EXAMPLES**

Effective performance management requires an understanding of both the employee and supervisor of performance standards to achieve success of the performance elements. Below are three examples developed to aid in the discussions with the employee.

\*These are not meant to be all-inclusive of the metrics used to measure success; these do not appear in the recorded element within the DPMAP automated process.

#### ***S1. Personnel Management and Leadership Focus Area***

##### **Performance Standards:**

###### 1. People

Maintain awareness of personnel accountability by reviewing and ensuring an accurate PERSTAT.

###### 2. Time

Ensures employee Time and Attendance is recorded accurately/timely and certification and pre-approvals are performed IAW internal policy. Discuss with each employee a tentative annual leave plan within the first 45 days of the calendar year that promotes work life balance for the individual while ensuring coverage of assigned functions.

###### 3. Performance Management

a. Establish performance plans in the DPMAP System that are aligned with the organizational goals and the employee's PD with or without subordinate input within 30 days of initial duties.

b. Ensure Mandatory midpoint, and final performance counseling is conducted and entered into DPMAP system for all evaluated within 30 days of the start of the midpoint and final performance period.

###### 4. Disciplinary action

Takes timely and appropriate action to resolve complaints and instances of negative behavior such as; discourteous or unprofessional behavior; and but does not require higher supervisor direct involvement.

###### 5. Employee Recognition

a. Actively manages an award/recognition program IAW the USAG RP awards policy to foster a high performing culture in the work unit. (Requires supervisor to judge subjectively; based on factors such as the number of nominations submitted, performance of employees in the team, etc.)

6. Training

a. All subordinate training is accomplished within established periods, certification required for the duties are tracked, achieved, maintained and documented or supervisor has been informed why it cannot be completed to standards prior to established deadlines.

b. Certification for duties, Supervisor training, and Civilian Education System requirements are completed within established time frames and maintained as required.

7. Suspense Management

a. Reliably maintain accountability and monitor suspense's while responding within 3 business days to actions and inquiries, within the supervisor's control.

b. Suspense is accomplished with minimum reminders.

c. Leadership is informed as to delays and causes prior to established deadlines.

d. Tracks and updates all assigned tasks, routinely ensures all tasks are accepted NLT than one duty day after assignment to relevant team normally or informs supervisor and requestor of the nature and duration for the delay.

e. Dependably respond to invitations from higher level officials.

8. SAFETY

a. Demonstrates a basic understanding of the Agency's Safety and Health Program. Complies with safety and health rules and regulations that apply to all employees.

b. Ensures all instance of unsafe and unhealthful conditions are reported as required to the command safety manager, supervisor, or designated official immediately as required.

c. Complete the Leaders Safety and Occupational Health Course (LSC) within 30 days of becoming a supervisor, IAW AR 385-10, Chapter 10.

d. Establish accountability for Safety and Occupational Health (SOH) to ensure safety training and daily visual inspections are conducted, on the spot corrections are made, Risk Mitigation is conducted in all Army activities, promote employee engagement in safety.

9. Financial/Audit Performance Standards:

a. Ensures self and employee's travel requests are routinely submitted and approved in a timely manner and vouchers are properly completed and processed within 5 working days of completion of travel, within the supervisor's control, IAW Unit policies and the JTR.

b. Holds employees accountable for using government travel credit cards IAW policies; takes action to ensure their own and employee's cards are not 60 days or greater past due.

c. Submit quarterly travel forecasts within prescribed timelines 3 out of 4 of the times.

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10. Managers' Internal Control Program (MICP)

- a. Provide recommendations and any updates to the 5 Year Internal Control Evaluation Plan before the suspense.
- b. Ensure internal control evaluations are completed to standard and submitted prior to the suspense.
- c. Ensures that the work unit retains all supporting documentation IAW AR 11-2.
- d. Ensures that internal control deficiencies and material weaknesses are reported to the AUM when discovered.
- e. Develops a corrective action plan that corrects the deficiency within 30 calendar days of discovery.

11. CSDP

- a. Conduct quarterly inventories by the suspense date and report all discrepancies to the PBO within 72 hours of discovery.
- b. Submit changes in hand receipts to the accountable official within 30 calendar days of transfer of property.

12. Army Audit Readiness (AAR)

When requested, ensure that all requested supporting documentation is provided for internal or external audit samples by the suspense; takes action to identify and correct internal control deficiencies within 30 days of discovery with corrective action plans.

13. Leadership

- a. Results Oriented. Lead and direct the work of your unit and integrate and coordinate with others to ensure that your actions and operations achieve regulatory standards and command priorities; no more than two (2) documented incidents of supervisory concern.
- b. Lead and Build cohesive teams. Provide purpose, direction and motivation to accomplish the assigned mission and operational priorities. Demonstrate personal proficiency in leadership competencies and attributes IAW AR 600-100; no more than two (2) documented incidents of supervisory concern.
- c. Leadership Climate. Foster an environment of trust and respect among leaders, staffs and workforce. Embrace diversity, foster dignity and respect, and ensure fair, respectful treatment of everyone; no more than one (1) documented incidents of supervisory concern.
- d. Leader Accountability. Actively identify and correct subordinates who demonstrate destructive leadership styles IAW AR 600-100. Use administrative tools to deter, detect, investigate, and mitigate destructive leader behavior; no more than two (2) documented incidents of supervisory concern.
- e. Effectively Communicate. Aggressively obtain and share both routine and critical information to and from command group, peer leaders, assigned personnel and across functional areas. Ensure accuracy of information within your assigned team; no more than two (2) documented incidents of supervisory concern.

**14. Core Values**

- a. Perform as an effective, team-oriented, positive Army Professional employee.
- b. Take ownership of your actions and deliver quality products and services.
- c. Ensure performance and conduct meets regulatory and command guidance 95% of the time.
- d. Conduct yourself professionally.
- e. Complete required administrative duties on time and to regulatory standard; this includes requirements for time/attendance reporting, DTS actions, GTC, GPC and any others directed by supervisor.
- f. Ensure 90% compliance to standard with command/supervisor directed training; non-attendance must be pre-coordinated and approved by the supervisor.
- g. Update your Individual Development Plan (IDP) per command guidance and provide annual employee input approved performance plans NLT 15 March.
- h. Welcome and encourage feedback.
- i. Frequently communicate with supervisor on performance and development; provide proposed performance elements to supervisor per command guidance or supervisor direction.

***S2. Equal Employment Opportunity (EEO) and Diversity Focus Area***

**Performance Standards:**

**A. EEO/EO**

- a. Resolve EEO problems/disagreements/conflicts, including the participation in ADR proceedings.
- b. Ensure full cooperation of employees under his/her supervision with EEO officials, such as counselors and investigators.
- c. Ensure a workplace that is free from all forms of discrimination, including harassment and retaliation.
- d. Ensure that subordinate supervisors have effective managerial, communication, and interpersonal skills to supervise in a workplace with diverse employees.
- e. Support the EEO program in identifying and removing barriers to equal employment opportunity for Recruitment and Retention efforts throughout the Directorates Support the anti-harassment program in investigating and correcting harassing conduct.
- f. Attend EEO Training for Supervisors.
- g. Encourages employees to attend professional development training to increase interpersonal skills.
- h. Meet regulatory requirements in Equal Employment Opportunity and SHARP.
- i. Personally lead EEO and SHARP efforts in your unit to achieve a Model EEO program; no more than one (1) documented incidents of supervisory concern.
- j. Treat everyone with kindness, respect and courtesy; no more than one (1) documented incidents of supervisory concern.
- k. Reinforce a positive work environment; mandatory report suspected violations of sexual harassment/assault, hostile work environment, EEO, personnel, and

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discrimination policies or hostile/toxic workplace conditions to supervisory chain or appropriate agency within five duty days.

**B. SHARP**

- a. Demonstrates a basic understanding of the SHARP program. Complies with SHARP rules and regulations, Ensure subordinates complete required training annually.
- b. Report all SHARP violations to the command SHARP program manager, a supervisor or designated official immediately as required.
- c. Correct any observed behavior which is not supportive of the DoD SHARP program immediately.

***S3. Hiring Reform Focus Area***

**Performance Standards:**

**Staffing Goals for USAG RP as outlined by AMC:**

- a. On Average, within 3 working days after the identification of a vacancy, review the succession plan, identify skill gaps, develop the recruitment plan with an accurate position description that fulfills mission requirements and initiate the recruitment action (Official Notice of Funding of New Position, Resignation, Transfer, Promotion, and Retirement).
- b. On Average, within 5 working days after the request is sent by the servicing CHRA specialist, complete the job analysis and develop the assessment strategy.
- c. On Average, within 10 working days after the receipt of the list of qualified candidates, review resumes, schedule and conduct interviews and return referral list with the primary and alternate selections to the HR Specialist.
- d. Ensure new employees have been directed to attend Team Member Orientation within 90 days of assignment.